Global Careers

Michael Dickmann and Yehuda Baruch





Contents

List of illustrations	xii
Author biographies	χV
Foreword	xvi
Preface	xix
Acknowledgements	xxi
Part I	
Global careers in context: competitive configurations, multifaceted	
career patterns and their social spaces	1
1 Global careers: an introduction	3
Objectives	3
Íntroduction	3 3 6
What is a global career?	6
Trends in organization-supported foreign work	11
Global career theory – brief summary of individual perspective	12
Global career theory – brief summary of organizational perspective	13
Global career theory – societal perspective	15
MNC career systems	15
From strategy to practice	16
Expatriation process and its cyclical nature	16
Repatriation and its challenges	18
Overview of the book and its dual perspective	19
Summary and learning points	21
References	22
2 The organizational context: exploring strategic international HRM	25
Objectives	25
Introduction	25
Historical development of international organizations	26

x • Contents

0

	The MNC in the global economy	28
	The global context: searching for competitive advantage	31
	Frameworks of IHRM	33
	Exploring IHRM further: strategies, structures, policies and practices	36
	Career implications of the IHRM configurations	43
	Summary and learning points	46
	References	47
3	Managing careers: individual and organizational perspectives	51
	Objectives	51
	Introduction	51
	Career theories	52
	Career theory – individual perspective within global context	54
	Career theory – organizational perspective in global context	58
	Mutual dependency in international careers	60
	Career practice	61
	The cost of avoiding action	69
	Summary and learning points	70
	References	70
4	Cross-cultural working	75
	Objectives	75
	Introduction	75
	Types of international work and groups of international workers	77
	Diversity within domestic contexts	90
	National business systems, national cultures and HRM	92
	Multicultural teams	99
	Implications of global HRM research for international careers	103
	Summary and learning points	104
	References	104
	**	
Part Flo	11 bal career strategies and processes: individual and organizational	
	roaches and career outcomes along temporal dimensions	109
	· ·	
5	Resourcing and the motivation to go	111
	Objectives /	111
	Introduction	111
	The organizational purposes of international work	115
	Individual drivers for working abroad	120
	Antecedents The desirious to result a local desirious de	121
	The decision to work abroad and new careers	124
	Selection of expatriates	129
	Organizational and individual implications	136
	Summary and learning points	138
	References	139

6	Pre-departure and post-arrival considerations in international work Objectives	146 146
	Introduction	146
	Work and family issues	147
	Pre-departure training	154
	Analysis of training needs	155
	Cross-cultural training	160
	Evaluation of pre-departure/post-arrival preparation	161
	Career planning	162
	Mentoring	163
	Post-arrival	164
	Summary and learning points	165
	References	166
7	During global assignments	169
	Objectives	169
	Introduction	169
	The organizational perspective: knowledge management The organizational perspective: international management	171
	development	176
	The organizational perspective: performance management and	
	retention	179
	The organizational perspective: international career management	180
	The individual perspective: cultural adjustment	183
	The individual perspective: family and partner issues while	
	on assignment	189
	Career capital accumulation, interaction and other outcomes	189
	Diversity issues during working abroad	192
	Summary and learning points	193
	References	196
8	After global assignments	200
	Objectives	200
	Introduction	200
	The organizational perspective	202
	The individual perspective	210
	Summary and learning points	215
	References	217
9	The outcomes of global work	220
	Objectives	220
	Introduction	220
	Principles for assessing the outcomes of international work	222
	Towards a framework of international experience and outcomes	226
	Individual effects	230
	Organizational effects	232
	The interaction of individuals and organizations	236

xii • Contents

	National effects of international work	237
	Summary and learning points	240
	References	241
Part		
	bal career management: social security, risk, structural and	245
rem	uneration considerations and global careers in the future	245
10	Social security considerations in global careers	247
	MICHAEL DICKMANN AND JOOST SMITS	
	Objectives	247
	Introduction	247
	General social security considerations	249
	Different options to structure a country's social security system	251
	An overview of social security legislation	252
	New social security developments	257
	Policies in relation to social security	259
	The effect of new working patterns and social security	263
	The career impact of the social security context	264
	Summary and learning points	266
	References	267
11	International mobility at work: companies' structural,	
	remuneration and risk considerations	268
	MICHAEL DICKMANN AND CHRIS DEBNER	
	Objectives	268
	Introduction	269
	Structures and processes: considering a GEO	270
	Global mobility policy development	273
	Compensation for international work	276
	Risk management and taxation considerations in international work	281
	Localization of assignees or positions	284
	The career impact of the compensation and risk context	287
	Summary and learning points	288
	References /	293
	* Coloredous y	2,0
12	Global careers: a synthesis with a view to the future	294
	Objectives	294
	Introduction	294
	Summary and integration of the book	296
	Future trends and global careers	302
	Summary and learning points	310
	References	312
	Index	315